

CORPORATE  
**BOARD MEMBER®**  
An NYSE Euronext Company

September 30, 2011

Mr. Preet Bharara  
United States Attorney - Southern District of New York  
One St. Andrews Plaza  
New York, NY 10007

Dear Mr. Bharara:

I am writing on behalf of Corporate Board Member and NYSE Euronext to invite you to participate in an event scheduled for **Tuesday April 3, 2012** at the **New York Stock Exchange** entitled "Risk Oversight in the Boardroom." We would be delighted if you could join us as the keynote speaker on April 3<sup>rd</sup> from **4:00 – 4:40pm**. The session will focus on "**Regulations and Risks – What Raises Red Flags for Regulators and Investors?**" The keynote can be structured as formal remarks and/or Q&A.

The objective of the event is to explore how management and boards can best tackle risk oversight, implement effective risk management strategies and balance risk and reward in their business strategies. Participants will discuss and debate how to manage risk while promoting innovation and the sessions will give insights on technology risk and non-financial risk.

As a guest speaker, you would not receive any remuneration. Your candid participation, however, would be greatly appreciated and would contribute the type of substance we are seeking to offer officers and directors in our educational programs. Board service fulfills an important public policy function and we hope you will agree this presents an excellent opportunity for you to stress this message and provide directors and officers important and actionable information.

Thank you for your consideration and please feel free to contact me at (b)(6), (b)(7)c if you have any questions.

Sincerely,

(b)(6), (b)(7)c

Senior Vice President &  
Managing Director of Board Services

20 Broad Street  
New York, NY 10005

USA-000072